

# **Fund for the Efficient Delivery of Local and Regional Services**

## **2008 Annual Report**

**Presented to**

**the Joint Standing Committee on State and Local Government  
and  
the Intergovernmental Advisory Commission**

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## Introduction

This report is prepared for the Legislature's State and Local Government Committee and the Intergovernmental Advisory Commission in accordance with Title 30-A MRSA §6210.

Funding for this grant program was established as part of the School Finance Act of 2003, the citizens' initiative known as Question 1A and *Public Law 2005, c. 2*, commonly referred to as LD 1. Chapter 2 created the Fund for the Efficient Delivery of Local and Regional Services, a non-lapsing account, which is capitalized by a transfer of 2% of municipal revenue sharing. Subsequent legislation, *Public Law 2007, c. 240 § NNN*, limited the program funding to \$500,000 per year.

The Fund for the Efficient Delivery of Local and Regional Services provides grants to encourage and support cooperation among municipalities with the goal of reducing property taxes and, ultimately, lowering Maine's tax burden. The department has run two grant cycles; a pilot program in FY 05-06 and a full program in FY 07. The FY 08 program was begun this spring, however, due to budget actions, funds were not awarded. This report will provide an update on the status of the three grant cycles to date.

### FY 05 Pilot Program

Governor Baldacci included funds for regional competitive grants as part of his FY 05-06 budget prior to the citizen's initiative. *Public Law 2003, c. 20, § W-2 (Unified Budget Bill)* established a \$1 million fund, supported by municipal revenue sharing funds, to help municipalities develop joint ventures for delivering municipal services.

These grants were used to pilot the joint delivery of services as one way to reduce local government spending and counteract escalating property taxes. In the fall of 2004, the Department of Administrative and Financial Services contracted with the Maine Development Foundation to develop the pilot program and administer the grant funds. Following a competitive process, 13 regional groups were selected to receive collaborative service grants and 13 regions were awarded smaller, planning grants. A full list of grant recipients is included in appendix A.

Grants were awarded to applicants from northern, southern, central, coastal, and western Maine. Some examples of the types of projects funded include:

- Consolidating the emergency communication services of 13 towns and the county sheriff
- Expanding a regional recycling center to service additional towns
- Assessing the fire equipment needs of five towns to prevent duplication
- Combining the municipal accounting and finance systems of three towns
- Studying the feasibility of consolidating the fire and police services of two towns into a single, joint public safety service

The Maine Development Foundation evaluated the FY 05 pilot program results in October 2007 and provided a final report which offered lessons learned and an analysis of the program. A full copy of its report may be found on-line at: [www.mdf.org](http://www.mdf.org).

The grant funds having been distributed and the grantees having provided final reports, this round of grants has been closed out with the final Maine Development Foundation report.

## **FY 07 Grant Program**

With the enactment of PL 2005, Chapter 2, the full program for FY 06 was anticipated to start on November 1, 2005 with the first round of grants through this funding process awarded in early 2006. In June 2005, however, funding for the grant program was suspended for FY 06-07 as part of *Public Law 2005, c. 457*. Partial funding was restored for FY 07 in the amount of \$500,000 through the Governor's Supplemental Budget codified in *Public Law 2005, c.519, § HH*.

In August 2006, the Department solicited grant proposals from Maine's municipalities, counties, and regional government subdivisions for the \$500,000 available. In response to this Request for Proposals, 25 applications, totaling over \$1.5 million in requests for funding were received.

In October of 2006, grants were awarded to 14 projects comprising 70 municipalities, counties, and regional government subdivisions, totaling \$500,000. The types of projects funded include:

- Municipal service consolidation
- Regional emergency dispatch
- Shared property assessment
- Joint purchasing implementation
- Regionalized economic development planning
- Study on police consolidation
- Collaborations on storm water management and education
- Regional recycling and waste management projects

A full list of projects funded can be found in appendix B.

The FY 07 grant cycle was scheduled to last 18 months with grant projects' anticipated completion by August of 2008. Since contracts require approval of the municipal legislative body, many of the grant contracts were not executed until February and March of 2007 following customary town meeting dates. Each grantee was given 18 months to complete the work from the time the contract was approved by the municipal officials. Some municipalities finished their projects and filed reports within the allotted time; others have been given extensions. Efforts are made to be flexible regarding the grant timeframes in order to ensure that the grantees have every opportunity for a successful project.

As of this writing, 5 of the 14 grantees have completed their projects. A full description of the status of these projects is provided later in this report.

## **FY 08 Grant Program**

In spring 2008, the department initiated a third grant round with \$500,000 available for funding in the FY 08. Municipal and regional government applicants submitted proposals for regional projects. A 7-member, independent, state-local-regional grants review panel reviewed and scored the proposals. However, prior to announcing any awards, the funds were reallocated during supplemental budget deliberations. Therefore, no grants were awarded. There are currently no funds appropriated for FY 08 and FY 09 to support the grant program.

## **Contents of this Report**

This year's report will update the status of the grants awarded in 2007. In addition, an overview of how the grant program is administered has been included, along with a comparison of funding requests to fund availability in the grant cycles. It draws some early conclusions about the program's goal of reducing property taxes in Maine communities. Finally, the report itemizes the disbursements from the fund for FY 05 and FY 07.

This, and previous annual reports on this grant program can be found on-line at:  
<http://www.maine.gov/spo/specialprojects/cooperation/publications.htm>.

Application forms and instructions are posted at <http://www.maine.gov/dafs/fund.htm>.

Additionally, in response to a request from the Legislature's Criminal Justice and Public Safety Committee, the State Planning Office has established a web-based clearinghouse for information related to local government cooperation. The site contains information on successful cooperative efforts, sample interlocal agreements, consolidation feasibility studies, and other resources. It is located at:  
[www.maine.gov/spo](http://www.maine.gov/spo).

## Grant Administration

Based on the experience from the FY 05 pilot program, the department submitted legislation in 2005 that developed the grant program guidelines. With the Legislature's passage of *Public Law 2005, c. 266*, the process for administering the grants was codified in Title 30-A Section 6201, et seq.

The Department of Administrative and Financial Services administers the grant funds in cooperation with the State Planning Office. The department handles the grant RFP process, administers the Fund, and manages the grant contracts. The State Planning Office assists applicants with grant proposals and provides materials and contacts on existing cooperative services efforts that grantees might use to facilitate their proposals. Two types of grants have been established—Cooperative Services and Planning grants. Cooperative Services grants support the implementation of intergovernmental projects that reduce property taxes. Planning grants support technical assistance and facilitate the development of a regionalization project.

The statute establishing the process for distributing grant funds was amended in *Public Law 2007, c. 662 §4 and §5*, to limit the amount of funds awarded for planning grants to 10% of the value of grant funds available during any year and to require that an eligible applicant provide matching funds for a planning grant in an amount not less than the total grant award requested. Given this change in the law, these requirements will be included to be part of the criteria whenever a subsequent round of grants is solicited.

### Review Panel

Pursuant to statute, a state-local review panel, appointed by the Governor, evaluates and ranks the grant proposals. The panel consists of:

- The Director of the Maine State Planning Office, or designee;
- The Commissioner of the Department of Administrative and Financial Services, or designee;
- A representative of the Department of Economic and Community Development, appointed by the Governor;
- One (1) representative of a county or regional government subdivision recommended by a statewide organization representing county or regional service providers, appointed by the Governor;
- Two (2) representatives of municipal government recommended by the Maine Municipal Association who have served or currently serve as municipal officers or chief administrative officials of municipalities. One shall represent rural communities with a population of less than 4,000 and one shall represent suburban communities with a population of 4,000 or more, both representatives will be appointed by the Governor; and
- One representative of a service center community recommended by the Maine Service Centers Coalition or its successor organization, appointed by the Governor.

The panel provides input on the department's grant guidelines and evaluation criteria. They also determine which proposals to fund and the level of funding.

## Grant Evaluation Criteria

With input from the Review Panel, the department establishes criteria consistent with 30-A MRSA, Chapter 231 for each grant cycle.

The statute directs the department to consider the aggregate reduction in the demand for property tax revenue in the geographical region covered by the proposal, the chance of success of the project, the ability to replicate the efficiency achieved by the project in other regions; and other related factors determined by the department.

In FY 07, the review criteria and point values were as follows:

Criterion	Point Value
Extent and quality of cooperation among governmental entities	20
Estimated amount of property tax savings to the region over time as a percentage of budget(s) and/or the ability for communities in other regions to duplicate such savings	35
Degree/likelihood of success in implementing and sustaining a new intergovernmental arrangement	20
Extent to which the project can be replicated by other regions in future cooperative endeavors	15
Extent to which the project incorporates innovative and unique solutions or ideas	10

## Reporting

All grant recipients are required to provide interim and final reports, prior to receipt of each installment of grant funds.

At the half-way point of the cooperative services grant project, grantees submit an interim progress report that provides:

- ✓ A brief description of the grant project;
- ✓ A description of accomplishments to date;
- ✓ A detailed accounting of how much grant funding was spent so far and what it was spent on;
- ✓ An assessment of cost savings projections and whether they appear to be accurate;
- ✓ A discussion of any obstacles encountered while implementing the grant project;
- ✓ An assessment of the likelihood of the project continuing to completion;
- ✓ An assessment of the progress the project is foreseen to make over the next 9 months.

At the completion of the cooperative services grant project, but no later than 18 months following the execution of the grant contract, a final report is required that describes:

- ✓ A brief description of the grant project;
- ✓ A description of accomplishments made;
- ✓ An assessment of how accomplishments align with the original vision of the project;
- ✓ A detailed accounting of grant monies spent and what the monies were spent on;

- ✓ A description of specific actions taken as a result of the grant project that will result in cost savings and a description of how those cost savings will translate into property tax relief;
- ✓ An assessment of the likelihood of the project continuing after completion of the grant project;
- ✓ An assessment of continued property tax savings for three years after the completion of the grant project
- ✓ An assessment of lessons learned from which other municipalities can learn
- ✓ A discussion of how this project can be replicated by others

Grantees for planning grants must also submit interim and final reports that provide a description of accomplishments, an accounting of grant funding, an assessment of the potential that the project will be pursued, an assessment of property tax savings that are likely to result from the project's development, and an assessment of lessons from which other eligible applicants can learn.

The Department uses these reports to ensure the grant receipts are eligible for payment in accordance with the grant requirements. It also attempts to document property tax savings from the information reported in order to assess the effectiveness of the grant program. The department also compiles lessons learned from these reports and will make that information available to future grantees.

## **Status of FY 07 Grant Awards**

The FY 07 grant cycle is nearing its completion. The projects in this grant cycle can be divided into six broad categories:

1. Collaborative Service Delivery
2. Storm Water Management
3. Joint Assessing
4. Recycling and Waste Management
5. Joint Dispatch and Emergency Services
6. Regional Economic Development and Tax Sharing

A brief summary of each project and its accomplishments are described below.

Five of the 14 grants have finished their work and submitted a final report. For those projects, we have summarized the grantee's assessment of accomplishments as well as their projections of property tax savings, which they provided us in their final reports. It is important to note that the project descriptions and savings estimates provided in this document are based on the reports submitted by the individual grantees. Thus the estimates of potential tax savings were developed by the grantees themselves and have not been independently verified.



## Project Updates

### Final Reports

#### Collaborative Service Delivery

**Washington County** (\$20,000) – The grant funds enabled Washington County and its communities to formalize and enhance communication, cooperation, and collaboration among the citizens and institutions of Washington County that will eventually save property tax dollars. Funds were used to facilitate the merger of the Washington County —it's *One Community* initiative — including development of the board structure, by-laws, member commitment pledges; to develop, print, and deliver a countywide survey; and to lead the action teams to implement and obtain funding for projects. The communications action team produced a brochure and web site with the grant proceeds. The communications team also distributed a newsletter and survey in 2007. Survey results are posted to the web site [www.washingtoncountymaine.com](http://www.washingtoncountymaine.com).

Specific property tax relief, as a result of the grant funds is nearly impossible to quantify. However, the majority of tasks aim to develop systems and infrastructure to reduce duplicative efforts. (COMPLETE)

#### Storm Water Management

**Windham** (\$48,000) – In the FY 05-06 pilot program, Windham and 13 area communities received a grant to form the Inter-local Storm Water Working Group (ISWG) for the purpose of jointly developing and implementing public education programs to meet the National Pollutant Discharge Elimination System Storm Water Phase II requirements. FY 07 grants allowed the ISWG to successfully develop shared approaches for regulating the municipal stormwater programs. The ISWG collaborated on data collection, adult education, training for landscape professionals, and citizen education.

The project will result in estimated cost savings per municipality of approximately \$5,000/year, which are ongoing savings. During the next 5 years of general permit implementation, it is anticipated that additional opportunities will be identified to carry out joint efforts. (COMPLETE)

#### Joint Assessing

- **Cumberland County** (\$10,000) – Cumberland County and a number of endorsing municipalities used the grant funds to hire a consultant to evaluate the property tax savings or improvements in services that could be gained by creating a joint property assessing service. The consultant analyzed current operations and expenditures and compared them to projected costs for a joint assessing system. Members of an advisory committee made up of local assessors, municipal officials, IT and financial advisors, and county staff oversaw the project. The study showed potential savings of 50% if there were to be a county-wide assessing. The report was received favorably by area town managers, as well as by the executive committee of the Greater Portland Council of Governments (GPCOG). A project team staffed by the county and GPCOG are

expected to undertake a second stage of planning to design a specific program and detail the costs of transition.

As this was a planning project, there is not yet a documentation of cost savings. It is estimated that total cost spent annually on assessing after startup costs could be reduced from \$3,393,632 to \$1,658,157 annually. (COMPLETE)

## **Joint Dispatch and Emergency Services**

- **Rockport** (\$17,500) – Rockport and Camden used their planning grant to study the viability of a shared policing force between the two communities. The new study analyzed current staffing, department costs, the current workloads, the organizational structures, union agreements, and future training needs. The towns hired a respected expert in the police consolidation field to investigate impediments to combining two distinct police bargaining units, and to facilitate public input in both communities to such a proposal. The consultant carefully examined the costs associated with combining the departments and found that consolidation would result in a modest savings of \$8,000 per year. There were several reasons for this finding. As was evidenced from community input, both communities wanted a strong continuation of police patrols and a bricks and mortar presence. Different union structures also limited the savings. The select boards, police departments, and police unions of both communities actively participated in a serious dialogue on the advantages and disadvantages of consolidation. It is anticipated that the issue of whether to continue talks will be made in the months ahead. (COMPLETE)

## **Regional Economic Development and Tax Sharing**

**South Berwick** (\$15,000) – Planning grant funds were used to fund an initial feasibility study that provided the basis for the implementation and development of an interlocal agreement for the eventual development of a regional industrial park. Given the size and scope of the project, the participants developed a first-in-field interlocal agreement that serves as a sample for other entities wanting to work together in this way. *Note: The communities undertook a complementary effort, in conjunction with the grant project, which developed legislation to create the Southern York County Regional Development Authority. This legislation, LD 2003 ultimately was not enacted by the Legislature.* (COMPLETE)

## **Interim Reports**

### **Collaborative Service Delivery**

- **Lewiston – Auburn** (\$152,916) – During the FY 05-06 pilot program, the cities of Lewiston and Auburn received a grant to identify cooperative efforts between the two cities that would achieve efficiencies and cost savings in municipal operations and service delivery. The grant helped a joint citizen's commission to examine and determine the feasibility of a number of collaborative options. The FY 07 grant funding has allowed Lewiston-Auburn to hire a Joint Services Coordinator for a period of 18 months to lead and staff the cities' consolidation plans including, code enforcement and planning, public works and public services, recreation, information technology, public safety and emergency services, procurement and joint purchasing. The joint coordinator has met with the municipal department heads in Lewiston and Auburn to examine

how consolidation plans could be implemented. The municipal department heads have been supportive and are committed to make the consolidation effort work. To what extent that consolidation occurs and works will be part of the final report.

## **Storm Water Management**

- **Veazie** (\$75,459) – In the FY 05-06 pilot program, the Bangor Area Storm Water Group (BASWG) in the greater-Bangor region received a planning grant to formalize and enhance the collaborative management of storm water among seven municipalities, two university campuses and the Maine Air National Guard. The group's goal is to tackle an environmental challenge they all share in a cheaper and more effective manner. With the planning grant, BASWG developed a plan for a number of regional activities.

The Cooperative Services Grant awarded to BASWG in FY 07 will enable BASWG to implement portions of the plan developed during the last grant cycle. So far, BASWG has held regional stormwater planning meetings, held joint technical trainings, coordinated statewide stormwater roundtable discussions, created a regional R&D task force, coordinated a regional GIS mapping project, created a transferable technical model, received a 501-C nonprofit status designation, attended meetings with DEP for regional engagement in MS 4 stormwater phase II permit planning, developed a regional BASWG website, developed a coordinated regional stormwater management plan, developed evaluation tools and implemented a focus group and phone survey. To what extent that consolidation occurs and works will be part of the final report.

## **Recycling and Waste Management**

- **Skowhegan** (\$18,250) – The Town of Skowhegan, and the Kennebec Valley Council of Governments received grant funds to study the existing recycling practices, processes, and facilities in Skowhegan and surrounding communities. The study will be used to determine the feasibility of a shared recycling center with cost savings that can be turned into property tax savings across participating communities. Staff conducted visits and mailings to all the towns in the greater Skowhegan area to recruit a steering committee and gather town interest and support of a plan. A steering committee was formed of municipal officials, solid waste professionals, private sector business owners and community members. The first six months consisted of research and examination of alternate regional recycling models and formal cooperative arrangements. The steering committee is currently analyzing the feasibility of a centralized recycling system, types of equipment needed, and the quantities generated by the region to select appropriate measures. To what extent that consolidation occurs and works will be part of the final report.

## **Regional Economic Development and Tax Sharing**

- **MidCoast Council for Business Development** (\$37,375) – The MidCoast Council for Business Development and surrounding communities received a cooperative services grant for collaborative economic development, joint purchasing, and collaborative services. The project focuses on putting in place an organizational structure within the region that will result in a more coordinated response to economic development assistance requests and a coordinated management of the Military Redevelopment Zone activity (Pine Tree Zone). The intent is to create a self-sustaining council of governments (COG) able to properly foster economic development, while increasing the region's economic activity. The project expects to yield long-

term savings to the communities. To what extent the cooperative services grant works will be part of the final report.

## Extensions Granted

Five grantees continue to work on their projects and have been granted extensions for additional time to complete the project and file the requisite reports. These include:

1. Augusta: Study ways to improve and expand the existing regional recycling program
2. Franklin County: Noncapital planning services related to the creation of a consolidated county emergency management system
3. Freeport: Study options for consolidating the existing regional Freeport and Yarmouth dispatch centers
4. Belfast: Study the feasibility of a regional economic development system
5. St. Agatha: Study feasibility a regional economic development site at the municipally-owned airport with a property tax revenue sharing program

Every effort is made to help the grantees succeed in completing their projects. Update on these grant awards will be included in the next report.

## Summary of Funding Need

Having three rounds of grant requests to analyze, the department believes there remains considerable demand for grant funds to encourage regional service delivery. The Fund for the Efficient Delivery of Local and Regional Services is scheduled to receive \$500,000 in FY 10 and FY 11.

Grant Cycle	Amount Requested	Amount Funded	Gap
FY 05	\$3,000,000	\$1,000,000	\$2,000,000
FY 07	\$1,500,000	\$500,000	\$1,000,000
FY 08	\$1,300,000	\$0	\$1,300,000

## Summary of Property Tax Savings

The goal of the Fund for the Efficient Delivery of Local and Regional Service is to reduce property taxes in Maine. To this end, the department awards grants based in part on projected property savings.

In many cases, it is simply too early to assess the likely property tax savings for the FY 07 projects. Some project reports, however, allude to savings or actually provide estimates of the dollars saved. Following are some excerpts from the reports received to date:

- “Specific property tax relief, as a result of specific actions is nearly impossible to quantify. [However,] these investments are creating efficient new infrastructure and will replace time spent, duplicative efforts and miles driven by government, non-profit, businesses and individuals.” (Washington County Project)
- “This will result in estimated cost savings per municipality of approximately \$5,000/year, which are ongoing savings. It is extremely likely that this project will continue beyond the completion the grant contract. The 14 communities of the ISWG have committed to working together over the next 5 years to implement the elements of the new general permit. During the next 5 years of general permit implementation, it is anticipated that additional opportunities will be identified to carry out joint efforts.” (Windham Project)
- “Total cost spent annually on assessing after startup costs could be reduced from \$3,393,632 to \$1,658,157 annually.” (Cumberland County Project)

While it is too soon to understand the property tax implications for this round of funding, we do have the experience from the FY 05 pilot program to draw on. The Maine Development Foundation found that, for the original 24 projects funded:

“The investment in regionalization is working and is already paying dividends: A rough calculation of the return on the \$1 million investment shows that roughly 2/3s of the projects that were completed in this first round of grants generated efficiencies and savings that were equal to or exceeded the State’s investment. Of the 24 projects that were completed, 8 generated savings that were roughly equivalent to the grant award and 7 saved amounts that were significantly in excess of the initial investment. Even the projects that did not achieve savings during the grant period have laid an important foundation of collaboration on which future savings can be built.”

The department anticipates collecting additional information from the FY 07 grantees, which can be reported in the future.

## Summary of Disbursements

The FY 05-06 pilot program funds have been dispersed and closed out. A complete list of funds dispersed is included in appendix C.

To date, \$330,783.75 has been distributed to the grantees from the Fund for FY 07. Funds are distributed in three equal installments. The payments are spread over an 18-month period and payments two and three are contingent upon the submission of interim and final reports respectively. All grant recipients have received the initial payment upon signing their contract. Four grantees have submitted interim reports and in five instances final reports. (A complete list of funds dispersed is included in appendix D.)

## Conclusion

Despite the inability to consistently fund this program, regions are experiencing success. Each grant cycle brings many innovative and creative ideas that are being studied and implemented by communities across the state. With the prior grant projects as guides, municipalities, counties and regional government

subdivisions are working to develop joint ventures for the delivery of services, create property tax savings, and reduce the overall burden on citizens within service areas.

Moreover, as projects move forward, they serve as successful examples to other municipalities, counties and regional government subdivisions who may consider shared services or consolidation efforts in the future.

The evaluation from the Maine Development Foundation, based on the FY 05 pilot results, concludes that, “investment in collaboration is a wise investment in Maine’s future. As this report details, the State’s decision to invest \$1,000,000 in the creation of local and regional efficiencies in the delivery of municipal services is a worthwhile investment that is already paying dividends....Investment in regionalization is an investment in the financial viability and sustainability of Maine’s municipalities. Regionalization can work and does work – even in as independent a state as Maine.”

## Appendix A: Grant Award Recipients - FY 05

Cooperative Services Grants – FY 05-06 Pilot Program			
Project Title	Participating Municipalities	Project Summary	Grant Award
<p>Androscoggin Regional Communication</p> <p>Contact: Andrew D'Eramo Director, LA 911 786-5380</p>	<p>Auburn, Durham, Greene, Leeds, Lewiston, Livermore, Livermore Falls, Lisbon, Minot, Mechanic Falls, Poland, Turner, Wales, Androscoggin County</p>	<p>To consolidate the emergency communications functions of the four agencies that provide communication services in Androscoggin County.</p>	<p>\$100,000</p>
<p>Biddeford Emergency Dispatch Consolidation</p> <p>Contact: Edward Clifford City Manager, Biddeford 284-9313</p>	<p>Biddeford, Saco, Old Orchard Beach, Sanford</p>	<p>To consolidate emergency communications services in four communities with the possible expansion to include other communities in York County.</p>	<p>\$120,000</p>
<p>Gardiner Proposal for Common Facility and Cooperative Services</p> <p>Contact: Jeffrey Kobrock City Manager, Gardiner 582-4200</p>	<p>Gardiner, Gardiner Wastewater Department, Gardiner Water District</p>	<p>To implement a “one Roof Scenario;” consolidating the operations and buildings for public works, buildings and grounds, salt/sand storage, and water district at the wastewater treatment plant in So. Gardiner.</p>	<p>\$110,000</p>
<p>Gorham-Windham Regional Emergency Vehicle Repair Center</p> <p>Contact: Robert Lefebvre Fire Chief, Gorham 839-6762</p>	<p>Gorham, Windham</p>	<p>Constructing a shared, 3-bay emergency vehicle maintenance facility with the Windham Correctional Center; sharing municipal mechanics and using inmates as part of a vocational education program.</p>	<p>\$100,000</p>
<p>Lewiston-Auburn Efficient Delivery of Local Services</p> <p>Contact: James Andrews Director of Economic &amp; Community Development, Lewiston 784-2951</p>	<p>Lewiston, Auburn</p>	<p>To systematically evaluate department by department opportunities for consolidation between the cities of Lewiston and Auburn.</p>	<p>\$45,000</p>
<p>Madison 4-ton RMV Hot Patcher</p>	<p>Madison, Skowhegan, Norridgewock, Anson</p>	<p>The purchase of a shared 4-ton asphalt reclaimer to for hot patch repair of roads.</p>	<p>\$20,000</p>

Contact: Glen Mantor Road Commissioner, Madison 696-5620			
Mapleton Joint Municipal Accounting and Finance Program  Contact: John Edgecomb Town Manager 764-3754	Mapleton, Castle Hill, Chapman	To implement a joint municipal accounting and finance program.	\$35,000
Oakland Regional Transfer and Recycling Facility  Contact: Steven Dyer Town Manager, Oakland 465-7357	Oakland, Belgrade, Waterville, Winslow	To convert the Oakland Transfer Station into a regional solid waste and recycling facility by accepting waste and recyclables from Belgrade and moving Belgrade's recycling equipment to Oakland. Potential for additional other communities to join. (Waterville-Winslow already tips their MSW at Belgrade).	\$110,000
Pittsfield Regional Recycling Center Enhancements  Contact: Donald Chute Recycling Coordinator, Pittsfield 487-3136	Pittsfield, Canaan, Detroit, Hartland, Palmyra, Plymouth, Solon	To purchase new recycling equipment and expand storage capacity to meet growing needs.	\$75,000
Waterville-Winslow Public Safety Services Consolidation Project  Contact: Michael Roy City Administrator, Waterville 873-7131	Waterville, Winslow	To consolidate the fire and police services into a single, joint public safety service.  Est. Annual Savings: \$385,210	\$30,500
Wiscasset Multi-county Jail Project  Contact: Wayne Applebee Chief Deputy, Lincoln County 882-6576	Wiscasset, County of Lincoln and Sagadahoc, Lincoln- Sagadahoc Multi-county Jail Authority	To help transition to a regional jail to serve two counties.  Est. Annual Savings: \$1.7 million	\$20,000
Yarmouth Regional Dispatch Center  Contact: Nat Tupper Town Manager, Yarmouth 846-9036	Yarmouth, Cumberland, North Yarmouth	To consolidate two community dispatch centers into one facility. Potential to include additional communities.  Est. Annual Savings: \$30,000	\$100,000
<b>Totals</b>			<b>\$865,500</b>



<b>Planning Grants – FY 05-06 Pilot Program</b>			
<b>Project Title</b>	<b>Participating Municipalities</b>	<b>Project Summary</b>	<b>Grant Awards</b>
Aroostook Regional Financial Accounting Center  Contact: Donald Guimond Town Manager, Fort Kent 834-2090	Fort Kent, Allagash, St. Agatha, Madawaska, Frenchville, New Canada, Van Buren, Fort Fairfield, Caribou, Aroostook County	To study the feasibility of consolidating municipal tax assessment and billing services in order to automate the services and create efficiencies.	\$10,000
AVCOG Establishing a Municipal Services Group  Contact: David Holt Town Manager, Norway 743-6651	Norway, Lewiston, Poland, Farmington, Wales	To complete the necessary planning and legal work to develop a municipal services group within AVCOG to provide shared staff among the municipalities, including: code enforcement, assessing, planning, engineering, and purchasing. Potential to expand to shared public works equipment.	\$10,000
Bangor Area Storm Water Working Group  Contact: Allan Thomas Assessor/CEO, Veazie 947-2781	Veazie, Bangor, Brewer, Hamden, Milford, Old Town, Orono, University of Maine, Maine Air National Guard	To hire professional assistance to develop a legal entity and conduct joint planning meetings in order to address new storm water regulations.	\$9,800
Dexter Regionalization of Assessment Services  Contact: David Pearson Assessor, Dexter 924-3241	Dexter, Garland, Exeter, Ripley	To study the feasibility of consolidating municipal property tax assessment services.	\$10,000
Eastern Maine Regional Assessing Program  Contact: Donald Carroll Selectman, Stetson 296-3232	Stetson, Brownville, Greenbush, Calais, Piscataquis County, Penobscot Valley Council of Governments, Washington County of Governments	To study the feasibility of a regional assessing program.	\$10,000
Farmington Joint Fire Service Study  Contact: Richard Davis Town Manager, Farmington	Farmington, Jay, Livermore, Livermore Falls, Wilton	To assess the towns' fire equipment needs to avoid duplication in purchases of equipment. To study the feasibility of developing a regional fire training facility. To examine the potential for	\$10,000

778-6538		sharing a fire equipment mechanic. Possible expansion to include a shared building inspector.	
GPCOG Study of Collaborative Options for Municipal Financial and Administrative Services  Contact: Gordon Billington Town Manager, Standish 642-3466	Standish, Gorham, Falmouth, Freeport, Gray, Greater Portland Council of Governments	To study models of collaboration in the delivery of financial and administrative services including: assessing, human resources, finances, code enforcement, and purchasing.	\$10,000
Kennebec Valley Assessing Project  Contact: William Bridgeo City Manager, Augusta 626-2300	Augusta, Gardiner, Winthrop, Kennebec Valley Council of Governments, Kennebec County	To study the centralization of the delivery of municipal property tax assessing services with the potential to expand to all of Kennebec County.	\$10,000
Kennebec Valley Regional Purchasing Collaborative  Contact: Steven Dyer Town Manager, Oakland 465-7357	Oakland, Kennebec Valley Council of Governments, Augusta, Fairfield, Gardiner, Waterville, Winslow, Winthrop, Local School Districts in Winthrop, Monmouth, Augusta, Richmond, Fayette, and Waterville, Erskine Academy, MSAD 11, MSAD 16, MSAD 47, MSAD 49, MSAD 53, SU 42, SU 132, SU 133, SU 52	To plan a program to: consolidate several sub-regional purchasing cooperatives into one; 2) to expand participation and products, 3) to make the purchasing system web-based.	\$10,000
Pittsfield Multi-town Curbside Recycling Project  Contact: Donald Chute Recycling Coordinator, Pittsfield 487-3136	Pittsfield, Canaan, Detroit, Palmyra	To study the feasibility and operational needs of a multi-town curbside recycling program.	\$4,700
Scarborough Tri-Community Regional Dispatch  Contact: Ronald Owens Town Manager, Scarborough 730-4031	Scarborough, South Portland, Cape Elizabeth	To study the feasibility of consolidating the public safety dispatch services into one.	\$10,000
Wayne Lakes Region Planning Grant	Wayne, Manchester, Readfield, Fayette, Mt	To facilitate a Lakes Regional planning committee to consider and prioritize services to	\$10,000

Contact: Greg Davis Town Manager, Wayne 685-4983	Vernon, Monmouth, Livermore Falls, Maranacook School District	be consolidated including, among others: code enforcement, fire and police, finances, legal, library, general assistance, plowing, recreation, etc.	
Windham Interlocal Stormwater Working Group  Contact: Anthony Plante Town Manager, Windham 892-1907	Windham, Biddeford, Cape Elizabeth, Cumberland, Falmouth, Freeport, Gorham, Old Orchard Beach, Portland, Saco, Scarborough, South Portland, Westbrook, Yarmouth, Cumberland County Soil and Water Conservation District	To explore the technical and political feasibility of additional collaborative efforts.	\$10,000
Yarmouth-North Yarmouth Regional Sewer Services  Contact: Nat Tupper Town Manager, Yarmouth 846-9036	Yarmouth, North Yarmouth	To study the feasibility of providing a regionalized system of sewer and wastewater treatment services.	\$10,000
<b>Totals</b>			<b>\$134,500</b>

## Appendix B: Grant Award Recipients - FY 07

Grant Award Recipients - FY 07 Grant Program					
Project Title	Lead Applicant	Participating Entities	Project Description	Grant Type	Total Amount Awarded
Bangor Area Storm Water Group Implementation	Veazie  Project Manager: Allan Thomas, Tax Assessor/Code Enforcement Officer 947-2781 arthomas@veazie.net	Bangor, Brewer, Hamden, Milford, Old Town, Orono, Veazie, University of Maine, Maine Air National Guard at Bangor, University College of Bangor	Seeks funding to implement portions of an existing regional storm water management strategic plan	C	\$ 75,459.00
Camden-Rockport Police Consolidation Study	Rockport  Project Manager: Robert A. Peabody, Jr., Town Manager 236-0806 townmanager@town.rockport.me.us	Camden, Rockport	Seeks funding to conduct a feasibility study and produce an action plan for consolidation of the Camden-Rockport police forces	P	\$ 17,500.00
Cumberland County Shared Assessing Feasibility Study	Cumberland County Government  Project Manager: Elizabeth Trice, Grants and Special Projects. Coordinator 871-8380 trice@cumberlandcounty.org	Cumberland County	Seeks funding to explore the creation of a shared property assessment program for Cumberland County municipalities.	P	\$ 10,000.00
Franklin County-Regional Public Safety Communications	Franklin County Commissioners  Project Manager: Stephan M Bunker, Selectman, Town of Farmington 877-8068 stephan.bunker@maine.gov	Franklin County, Farmington, Wilton, Jay, Franklin Memorial Hospital, University of Maine Farmington, Franklin County Emergency Management Office	Seeks funding for the planning services related to the creation of a consolidated county emergency management office, joint operations center, and joint county and local law enforcement offices	P	\$ 5,500.00

Freeport-Yarmouth Regional Dispatch Center	Freeport Project Manager: Dale Olmstead, Jr., Town Manager 865-4743 dolmstead@freeportmaine.com	Freeport, Pownal, Durham, Yarmouth, Cumberland, North Yarmouth	Seeks funds to conduct a consolidation study of the existing Freeport and Yarmouth dispatch centers	P	\$ 35,000.00
Hatch Hill Solid Waste Disposal and Recycling Facility	Augusta - Solid Waste Bureau Project Manager: Lesley Jones, P.E. Director of Solid Waste 626-2435 lesley@ci.augusta.me.us	Augusta, Manchester, Gardiner, Hallowell and Chelsea	Seeks funding to conduct studies of an existing recycling program serving the Augusta region and investigate potential improvements and expansion	P	\$ 20,000.00
Knox/Waldo Regional Economic Development Project	Belfast Project Manager: Terry St. Peter, City Manager 338-3870 tstpeter@cityofbelfast.org	Belfast, Rockland, Camden	Seeks funding to explore possible efficiencies generated by establishing a regional economic development system	P	\$ 30,000.00
Lewiston and Auburn Service Consolidation Program	Lewiston-Auburn Economic Growth Council Project Manager: Lucien B. Gosselin, President, LAEGC 784-0161 lgosselin@economicgrowth.org	Lewiston, Auburn and Lewiston-Auburn Economic Growth Council	Seeks funding to implement consolidation of municipal services for code enforcement, planning, public works, public services, recreation, information technology, police, fire, procurement and joint purchasing	C	\$ 152,916.00
MidCoast Council for Business Development and Planning Economic Efficiencies Program	Midcoast Council for Business Development and Planning Project Manager: Jeffrey R. Sneddon, Executive Director 443-5790 mcbdp@mcbdp.org	Bath, Bowdoinham, Brunswick, Harpswell, Richmond, Topsham, West Bath, MidCoast Council for Business Development and Planning	Seeks funding to implement a joint purchasing system, develop interlocal agreements and develop a marketing profile and delivery system for the region	C	\$ 37,375.00

Northern Aroostook Regional Airport Economic Development Planning Grant	St. Agatha  Project Manager: Ryan D. Pelletier, Town Manager 543-7305 townmanager@adelphia.net	St. Agatha, Frenchville, Madawaska, Fort Kent	Seeks funding to conduct a feasibility study and develop a business plan for enhancement of an economic and property tax revenue sharing program at the municipally owned airport	P	\$ 15,000.00
Skowhegan Area Regional Recycling Project	KVCOG  Project Manager: Kenneth C. Young, Jr., Executive Director 453-4258 x12 kyoung@kvcog.org	Kennebec County Council of Governments and Town of Skowhegan	Seeks funding for an analysis of the benefits of a shared recycling center for Skowhegan and surrounding municipalities	P	\$ 18,250.00
Southern Maine Regional Industrial Park Feasibility Study	South Berwick  Project Manager: Jeffrey Grossman, Town Manager 384-3300 jgrossman@sberwick.us	Berwick, Eliot, North Berwick, South Berwick, Kittery and Wells	Seeks funding to conduct an initial feasibility study for the creation of a regional industrial park	P	\$ 15,000.00
Washington County: One Community!	Washington County Commissioners  Project Manager (Interim): Christopher Gardner, County Commissioner 255-3127 cgardner26@hotmail.com	Washington County	Seeks funding to prioritize strategic investments, explore efficiencies and reduce overall spending at municipal, SAD and county levels.	P	\$ 20,000.00
Windham Area Interlocal Stormwater Working Group	Windham  Project Manager: Anthony T. Plante, Town Manager 892-1907 atplante@windham.me.us	Biddeford, Cape Elizabeth, Cumberland, Falmouth, Freeport, Gorham, Portland, Saco, Scarborough, South Portland, Westbrook, Windham, Yarmouth, Cumberland County Soil and Water Conservation District	Seeks funding to build Interlocal Stormwater Working Group (ISWG) capacity through joint public education and to obtain a facilitator to manage core collaborative function of the ISWG	C	\$ 48,000.00

**C = Cooperative Services Grant**

**P = Planning Grant**

## Appendix C: Dispersed Funds FY 05-06 Pilot Program

(Final as of September 25, 2006)

PROJECT NAME	LEAD APPLICANT	AMOUNT AWARDED	TOTAL PAYMENTS
<b>COOPERATIVE SERVICES GRANTS</b>			
<b>Emergency Dispatch Consolidation</b>	Biddeford, City of - Edward R. Clifford	\$120,000.00	\$39,600.00
<b>Regional Emergency Vehicle Repair Center</b>	Gorham, Town of - Chief Robert S. Lefebvre	\$100,000.00	\$100,000.00
<b>Service Center District Cooperative Purchasing</b>	Hermon, Town of - Clint Deschene	\$110,000.00	\$110,000.00
<b>City of Lewiston &amp; Auburn Efficient Delivery of Local Services</b>	Lewiston, City of - James E. Andrews	\$45,000.00	\$45,000.00
<b>Androscoggin Regional Communication</b>	Lewiston/Auburn 911 - Andrew D'Eramo	\$100,000.00	\$100,000.00
<b>4 Ton RMV "Hot Patcher"</b>	Madison, Town of - Glen Mantor	\$20,000.00	\$20,000.00
<b>Joint Municipal Accounting and Finance Program</b>	Mapleton, Town of - John Edgecomb	\$35,000.00	\$35,000.00
<b>Oakland/Belgrade Regional Transfer &amp; Recycling Facility</b>	Oakland, Town of - Steven A. Dyer	\$110,000.00	\$110,000.00
<b>Pittsfield Regional Recycling Center Enhancements</b>	Pittsfield, Town of - Donald Chute	\$75,000.00	\$75,000.00
<b>Waterville, Winslow Public Safety Services Consolidation Project</b>	Waterville, City of - Michael Roy	\$30,500.00	\$30,500.00
<b>Interlocal Stormwater Working Group</b>	Windham, Town of - Anthony T. Plante	\$10,000.00	\$10,000.00
<b>Lincoln-Sagadahoc MultiCounty Jail Project - Two Bridges Regional Jail</b>	Wiscasset, Town of - Wayne R. Applebee	\$20,000.00	\$20,000.00
<b>Cumberland &amp; Yarmouth Regional Dispatch Center</b>	Yarmouth, Town of - Nathaniel J. Tupper	\$100,000.00	\$97,187.56
<b>Subtotal</b>		<b>\$875,500.00</b>	<b>\$792,287.56</b>

PROJECT NAME	LEAD APPLICANT	AMOUNT AWARDED	TOTAL PAYMENTS
<b>PLANNING GRANTS</b>			
<b>Kennebec Valley Assessing Project</b>	Augusta, City of - William Bridgeo	\$10,000.00	\$6,245.70
<b>Regional Assessing Program (Includes areas within Penobscot, Piscataquis and Washington County)</b>	Calais, City of - Lorna Thompson (originally Town of Stetson)	\$10,000.00	\$6,344.50
<b>Regionalization of Assessment Services for the Municipalities of School Administrative District #46</b>	Dexter, Town of - David Pearson	\$10,000.00	\$10,000.00
<b>Joint Fire Service Study</b>	Farmington, Town of - Richard Davis	\$10,000.00	\$10,000.00
<b>Aroostook Regional Financial Accounting Center</b>	Fort Kent, Town of - Donald Guimond	\$10,000.00	\$10,000.00
<b>Establishing a Municipal Services Group at AVCOG</b>	Norway, Town of - David Holt	\$10,000.00	\$10,000.00
<b>Kennebec Valley Purchasing Collaborative</b>	Oakland, Town of - Steven Dyer	\$10,000.00	\$3,323.75
<b>Multi-Town Curbside Recycling Project</b>	Pittsfield, Town of - Donald Chute	\$4,700.00	\$3,956.45
<b>Tri-Community Regional Dispatch</b>	Scarborough, Town of - Ronald Owens	\$10,000.00	\$10,000.00
<b>Study of Collaborative Options for Municipal Financial and Administrative Services</b>	Standish, Town of - Gordon Billington	\$10,000.00	\$10,000.00
<b>Bangor Area Storm Water Group</b>	Veazie, Town of - Allan Thomas	\$9,800.00	\$9,800.00
<b>Lakes Region Planning Grant Application</b>	Wayne, Town of - Greg Davis	\$10,000.00	\$10,000.00
<b>Yarmouth-North Yarmouth Regional Sewer Services - Capacity Feasibility Report</b>	Yarmouth, Town of - Dan Jellis	\$10,000.00	\$10,000.00
<b>Subtotal</b>		<b>\$124,500.00</b>	<b>\$109,670.40</b>
<b>Total</b>		<b>\$1,000,000.00</b>	<b>\$901,957.96</b>



## Appendix D: Dispersed Funds - FY 07 Program

(As of October, 2008)

Project Name	Lead Applicant	Amount Awarded	First Payment	Date Paid	Second Payment	Date Paid	Third Payment	Date Paid	Total Payments
<b>COOPERATIVE SERVICES</b>									
Bangor Area Storm Water Working Group Implementation	Veazie	\$ 75,459.00	\$ 24,901.47	5/1/2007	\$24,901.47	2/28/2008	-		\$49,802.94
Lewiston Auburn economic Growth Council Consolidation Program	Lewiston-Auburn Economic Growth Council	\$ 152,916.00	\$ 50,462.28	5/1/2007	\$50,462.28	5/27/2008	-		\$100,924.56
MidCoast Council for Business Development and Planning Economic Efficiencies Program	MidCoast Council for Business Development	\$ 37,375.00	\$ 12,333.75	5/1/2007	-		-		\$12,333.75
Windham Area Interlocal Stormwater Working Group	Windham	\$ 48,000.00	\$ 15,840.00	5/1/2007	\$15,840.00	5/27/2008	\$16,320.00	10/7/2008	\$48,000.00
Subtotal		<b>\$ 313,750.00</b>	<b>\$103,537.50</b>		<b>\$91,203.75</b>		<b>\$16,320.00</b>		<b>\$211,061.25</b>
<b>PLANNING GRANTS</b>									
Cumberland County Shared Assessing Feasibility Study	Cumberland County Government	\$ 10,000.00	\$ 3,300.00	5/1/2007	\$3,300.00	2/28/2008	\$3,400.00	10/7/2008	\$10,000.00
Camden-Rockport Police Consolidation Study	Rockport	\$ 17,500.00	\$ 5,775.00	5/1/2007	\$5,775.00	5/27/2008	\$4,950.00	10/7/2008	\$16,500.00
Franklin County-Regional Public Safety Communications	Franklin County Commissioners	\$ 5,500.00	\$ 1,815.00	5/1/2007	-		-		\$ 1,815.00
Freeport-Yarmouth Regional Dispatch Center	Freeport	\$ 35,000.00	\$ 11,550.00	5/1/2007	\$11,550.00	2/28/2008	-		\$ 23,100.00

Hatch Hill Solid Waste Disposal and Recycling Facility	Augusta-Solid Waste Bureau	\$ 20,000.00	\$ 6,600.00	5/1/2007	-		-		\$ 6,600.00
Knox/Waldo Regional Economic Development Project	Belfast	\$ 30,000.00	\$ 9,900.00	5/1/2007	-		-		\$ 9,900.00
Northern Aroostook Regional Airport Economic Development Planning Grant	St. Agatha	\$ 15,000.00	\$ 4,950.00	5/1/2007	-		-		\$ 4,950.00
Skowhegan Area Regional Recycling Project	KVCOG	\$ 18,250.00	\$ 6,022.50	5/1/2007	\$6,022.50	10/7/2008	-		\$ 12,045.00
Southern Maine Regional Industrial Park Feasibility Study	South Berwick	\$ 15,000.00	\$ 4,950.00	5/1/2007	\$4,950.00	5/28/2008	\$4,912.50	10/7/2008	\$ 14,812.50
Washington County: One Community!	Windham	\$ 20,000.00	\$ 6,600.00	5/1/2007	-		\$13,400.00	10/7/2008	\$ 20,000.00
<b>Subtotal</b>		<b>\$ 186,250.00</b>	<b>\$ 61,462.50</b>		<b>\$31,597.50</b>		<b>\$26,662.50</b>		<b>\$ 119,722.50</b>
<b>Total</b>		<b>\$ 500,000.00</b>	<b>\$165,000.00</b>		<b>\$122,801.25</b>		<b>\$42,985.50</b>		<b>\$330,783.75</b>
<b>Total Paid to Date</b>	<b>\$ 330,783.75</b>								